



DIVERSITY ACTION PLAN

2017 - 2020
Q3 2020 UPDATE

MESSAGE FROM OUR CEO



Joanna Coates
CEO, UK Athletics

This is the first time I am writing to you all since taking up the role of CEO and I would like to extend a warm welcome to everyone. I am extremely proud to be in a position to lead the organisation forward into a new positive era and I will ensure equality, diversity and inclusion remains at the very heart of that.

One of the best things about our sport is that it represents society as a whole. There is an event within athletics for everyone, and there should be absolutely no boundaries or barriers. If you look across a school playground for instance, there isn't one child of any shape or size that couldn't take up the sport and go on to become an elite performer - that is what is so brilliant about athletics.

The British Athletics team represents each and every corner of the country, every background and the many cultural diversities within our communities. The beauty of athletics is that it is a sport naturally open to everyone, it's what makes it so appealing to be involved in, whether it is taking part by competing, coaching or officiating or simply spectating in person or on television.

As many of you might know, I spent a decade in several roles at England Netball, including CEO, and the challenges faced by other sports are our strengths and we should be proud of how we embrace that natural equality, diversity and inclusion without so much of a thought.

We must not rest on our laurels however and expect it just to happen because of the fortunate position we are in. It is fantastic to have so many great female leaders within the organisation, but I am committed to achieving greater gender equality throughout the business.

Having worked in sports governance for nearly two decades, I have experienced many behaviours in this area and it has become a personal passion of mine - anyone who knows me will know that. I am proud to have been very vocal on gender equality and I will continue to do so.

Athletics is in an enviable position in many ways but the work is not done. I want there to be a bigger impact on our coaching structure and also within administration and that will be part of a thread that goes through the entire sport.

I believe the best way to make change and to continue to affect change is by proper planning, and equality, diversity and inclusion will form the backbone of my plan to take the sport in this country into a new era.

While I may not have had the chance to speak to many of you in person due to the current circumstances, I am extremely excited to be working so closely with you all and I look forward to ensuring UK Athletics continues and further enhances its reputation as a champion of equality, diversity and inclusion.

Joanna Coates

MESSAGE FROM OUR CHAIR



Nic Coward
Chair, UK Athletics

Welcome to the Diversity Action Plan for Athletics

Our vision is for An Athletic Nation - for the sport to be the most inclusive, safe, popular and inclusive sport across the UK.

We want to welcome everyone into the athletics family, with opportunities to enjoy the sport for everyone regardless of background, ability, disabled or non-disabled, age or location.

We want athletics to be a part of everyday life for everybody, and to do so we need to have a great many things in place. That includes having a clear statement of our values and beliefs, and a plan in place to bring it to life. Our vision of An Athletic Nation can only come to fruition if it is underpinned by the strongest elements that help us deliver it.

This Diversity Action Plan is an integral part of that overall plan for the sport. Yes, it is a plan that has a logo on it and will be the responsibility of organisation leaders to drive, but it has to be real for everyone involved in the sport to have true meaning. Showing everyone else the greatest respect is at the heart of the sport, and a minimum that anyone involved should expect as a given.

Our first Diversity Action Plan was developed in 2017. Progress has been made but this never stops. Staff engagement is important to us, and our Cultural Awareness programmes continue to be both educational and participative for our staff. We have added as we have gone on, signing the Time to Change Employer Pledge setting out our commitment to supporting our staff with a focus on mental health.

We became the first sport governing body to sign the Race at Work Charter through which we committed to tackle racial barriers in the workplace.




By widening the scope of our recruitment policies we work closely with Vercida who help us promote UK Athletics as a positive and diverse working environment; and have created opportunities for young adults with special needs or a disability to undertake work placements as part of our commitment as a Disability Confident Leader.

Whilst Joanna and I are new to the organisation and the sport, a change in leadership will not alter the commitment of an organisation and sport to do the right thing. Our Diversity Action Plan has been created through the hard work and commitment, and fundamental values and beliefs, of a great many people throughout the organisation and sport, and it really matters to us.

Joanna and I look forward to working with everyone in the sport, and anywhere else, to make sure we achieve our vision of An Athletic Nation.

Nic Coward

RECRUITMENT

How the organisation will attract an increasingly diverse range of candidates. Objective: Attract, retain and engage the widest talent pool We want our organisation to be representative of the sport it serves and demonstrates that athletics is the leading inclusive sport in equality and diversity.	CODE FOR SPORTS GOVERNANCE					
	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2
		N/A			N/A	N/A

SHORT TERM

PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
Achieve the Code for Sport Governance requirements of a target of at least 30% gender diversity on the Board	Explore alternative recruitment agencies in the diversity and inclusion sector and actively publish our recruitment partners <i>[dependent on annual reporting the organisations diversity profile - currently achieving target]</i>	UKA Board	Maintained
Raise the profile of UKA as an employer of choice for equality and diversity	Develop annual programme of employee/Board stories linked with external awareness events and promote on website	Donna Fraser / Comms Team	Ongoing



MEDIUM TERM

PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
Recruitment processes review	The integration of our values, equality and diversity into HR policies and processes, including recruitment and performance management	Donna Fraser / HR Team	Ongoing
Connect The Hive - a disability organisation offering employment opportunity for young adults with learning difficulties (non-behavioural)	Organise two work placements per year with The Hive	Donna Fraser / HR Team	Ongoing
Pilot the blind-sifting of job applications	Selection boards will not have access to people's names until the interview stage	HR Team	Delayed
Review and monitor existing supplier base with the Procurement department to ensure we exercise supplier diversity	Identify suppliers who are not signed up to the Disability Confident Scheme and who do not have an Equality Policy in place. Create a database of Disability Confident suppliers; encourage those who are not signed up to the scheme	Donna Fraser / Procurement Team	Ongoing

LONG TERM

Provide a work placement for an apprentice from one or more of the unrepresentative groups through the Government Apprenticeship scheme	Explore the Apprenticeship Levy for leadership development or apprenticeship level	HR Team / Communications Team	Completed
Achieve a target of at least 20% BAME diversity on the Board	Explore alternative recruitment agencies in the diversity and inclusion sector <i>[dependent on annual reporting the organisations diversity profile - currently only 1 registered Board member from a BAME background]</i>	Donna Fraser / HR Team	Q4 2021
Achieve a target of at 20% disability diversity on the Board and staff	Explore specific disability recruitment agencies to promote Board and staff roles <i>[dependent on annual reporting the organisations diversity profile - currently only 1 registered Board member with a disability]</i>	UKA Board / HR Team	Q4 2021

ENGAGEMENT

Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	CODE FOR SPORTS GOVERNANCE					
	<p>Objective: Embed new organisational values into our culture</p> <p>We want equality and diversity to be embedded in all our policies and procedures aligned with our core values, including the learning and development opportunities available to all.</p>	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT&T and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)
	N/A		N/A	N/A	N/A	

SHORT TERM

PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
Review UKA policy and procedures and develop a standard framework for all policies and procedures	Review existing policies and procedures for consistency in language and format	Ralph Knibbs / Donna Fraser / Michael Hunt	Completed
Conduct an equality, diversity and inclusion survey to understand the culture of the organisation to feed into the development of the communications and engagement strategy	Deliver engagement activities based on annual survey responses and communicate internally and on website	Donna Fraser	<i>The ED&I survey is conducted every two years to drive engagement activities in that year - 2019 Completed</i>
Board engagement with staff	Increase the visibility of our Diversity Champion / Board members within the organisation	Donna Fraser / Gordon Arthur	Ongoing - Mark Draisey appointed as Executive Race Champion
Online communications for equality, diversity and inclusion accessible to staff, Board members and public	Quarterly ED&I newsletter produced circulated to staff and Board Guide to ED&I to be added to website	Donna Fraser	Ongoing Completed




MEDIUM TERM

PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
Execute the values communications and engagement strategy through internal and external communication channels	A clear communications and engagement strategy and governance structure shared on UKA website	Donna Fraser / Gordon Arthur	Ongoing
Achieve the Disability Confident Leader level through assessment of the organisation's disability policies and practices	Regular communications via UKA website about our diversity and inclusion practices, activities and partnerships	Donna Fraser / Gordon Arthur	Ongoing
Engage with Stonewall to become a Stonewall Diversity Champion for ongoing support with LGBT issues and as part of our commitment to the Sport Charter	Secure budget of £2,500 + VAT for Stonewall Diversity Champion one year membership	Donna Fraser / Ralph Knibbs	Completed (Membership ended May 2019)
Benchmark against other organisations in diversity	Participate in the BiTc (Business in the Community) Diversity Benchmark to benchmark against other organisations in diversity (no cost involved)	Donna Fraser	Ongoing
Roll out new UKA policies and procedures new framework	Populate UKA policies and procedures into new framework	Ralph Knibbs	Ongoing <i>[this process is conducted on a 2 year cycle]</i>

LONG TERM

Implement an digital performance management system to manage performance against the values for staff and Board, so progress can be measured and monitored effectively	Research companies who offer systems to meet UKA's needs	HR Team	Q2 2021
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PROGRESSING TALENT FROM WITHIN

<p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures</p> <p>Objective: Individual and team training plans built and implemented</p> <p>We want our workforce to be inclusive where staff can reach their full potential.</p>	CODE FOR SPORTS GOVERNANCE					
	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT&T and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2
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SHORT TERM

PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
Conduct an equality, diversity and inclusion survey to establish the training and development needs of staff	Evaluate the findings from the ED&I survey responses to develop a training and development plan for all levels	Donna Fraser / HR Team	Delayed until Q1 2021
Review UKA and England Athletics Equality Standard in Sport - Immediate level submission (2013)	Monitor progress of Equality Standard Immediate level submission	Donna Fraser / England Athletics	Completed
Embed and implement values and behaviours against performance management (PPDR) at all levels	<p>The integration of our values, equality and diversity into all leadership and management training, including the induction process</p> <p>Conduct a skills analysis to identifying the skills required for each role within the organisation</p>	Donna Fraser / HR Team	Completed
Equality Standard in Sport, Advance Level - identify Home Country ED&I leads/representatives to establish working relationships and liaise with UK Sport and Sport England	Deliver a round table planning session for all Home Country ED&I leads/representatives to establish current standards of equality and diversity; and devise an action plan to be implemented	Donna Fraser	Completed

MEDIUM TERM

PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
Provide ongoing training and guidance for hiring managers in equality and diversity of opportunity practices and have its procedures equality proofed	Reviewing career pathways/succession planning through to SLT level	Ralph Knibbs	Ongoing
Offer positive action training for all staff and UKA Board	Source e-learning training for harassment discrimination, inclusive leadership and management, unconscious bias, disability awareness and values and behaviours Sharing best practice among the Home Countries and develop a clear communications plan with the Home Countries	Donna Fraser	UKA Board Training completed July 2020

LONG TERM

Introduce structured mentoring/coaching opportunities for staff and UKA Board	Develop a mentoring structure or job shadow scheme (internal or external package) for Board members to become mentors to UKA staff	Donna Fraser	Q2 2021
Support potential candidates for external programme for talented staff	Participate external development programmes for BAME staff i.e. BiTc Mentoring Circles - Board members can become mentors and staff be nominated to be mentees Collaborate with Cherry Alexander to evolve the Women in World Athletics (WIWA) leadership programme for women in athletics	Donna Fraser	12 month mentoring programme commenced in October 2019 in collaboration with the ECB. Due to be completed in October 2020
Provide a 360° feedback for staff and Board	Explore an adaptable and sustainable system available to cater for our needs to identify and progress talent	Gordon Arthur	No longer required
Achieve the Equality Standard in Sport, Advance Level collaborating the Home Countries as a sport	Share best practices and collaborate with two other sports once the Equality Standard for Sport Advanced level has been achieved	UK Sport, Sport England, Liz Davidson, Donna Fraser and Home Country E&D leads	Postponed to Q4 2020 / Q1 2021 due to COVID-19

KEY QUESTIONS

HOW DOES THIS FEED INTO OUR BROADER GOVERNANCE PLAN?

ED&I is interweaved through other requirements within governance and is prominent within the new strategy, policies and procedures and our training and development plan to achieve the long term plan of diverse talent in the organisation.

WHO ARE THE KEY PEOPLE RESPONSIBLE FOR THE DELIVERY OF THIS PLAN?

Joanna Coates, CEO, Nic Coward, Chair and Mark Draisey, Chief Financial Officer/Executive Race Champion
Ralph Knibbs, Director of HR & Welfare
Gordon Arthur, Diversity Champion/Board Member
Donna Fraser, Equality, Diversity and Engagement Lead

HOW WILL WE MEASURE OVERALL SUCCESS?

Achieving the targets set and completion of the actions within deadlines stated.

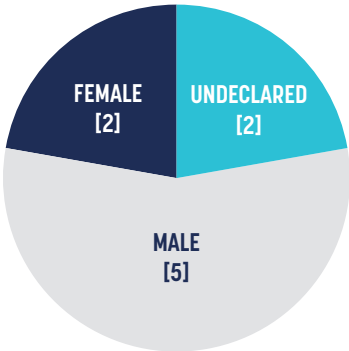
HOW DOES YOUR DIVERSITY ACTION PLAN (DAP) CROSS REFERENCE OTHER PARTS OF THE CODE OR OTHER RELEVANT EQUALITY OR DIVERSITY MONITORING STANDARDS / FRAMEWORK?

Structure - the DAP supports requirement 1.1 through Progressing Talent from within with the training approach for the Board around inclusive decision making.

The DAP cross references requirement 3.1 and 3.4 to communicate activities internally and externally aligned with the strategy. We are currently working with the Home Countries to achieve the Equality Standard in Sport Advanced Level in 2020/21.

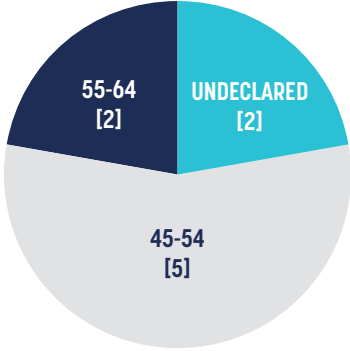
BOARD DIVERSITY PROFILE

GENDER



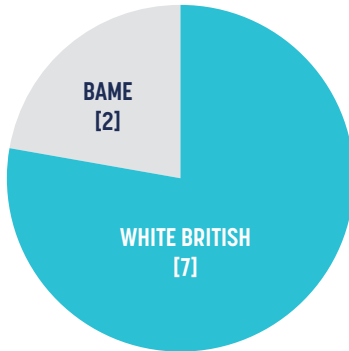
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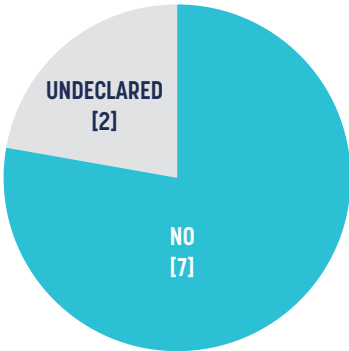


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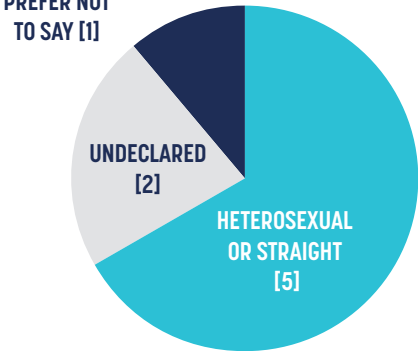
RACE / ETHNICITY



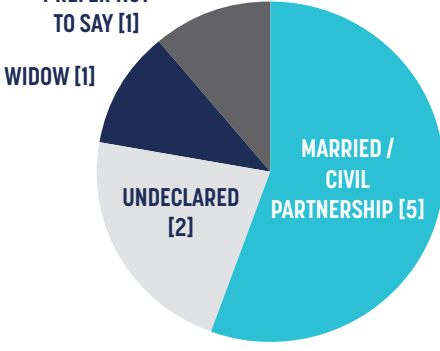
DISABILITY



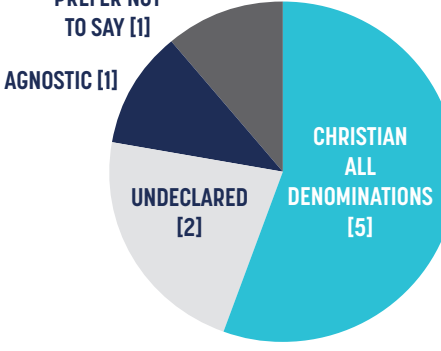
SEXUAL ORIENTATION



MARRIAGE



RELIGION OR BELIEF



*Based on Q2 2019 statistics



BRITISH
ATHLETICS

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www.uka.org.uk

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